



**Calhoun: The NPS Institutional Archive**

---

Reports and Technical Reports

All Technical Reports Collection

---

2007-05-01

# The Relationships Between Work Team Strategic Intent and Work Team Performance

Thomas R. Edison

---

<http://hdl.handle.net/10945/33211>



Calhoun is a project of the Dudley Knox Library at NPS, furthering the precepts and goals of open government and government transparency. All information contained herein has been approved for release by the NPS Public Affairs Officer.

**Dudley Knox Library / Naval Postgraduate School  
411 Dyer Road / 1 University Circle  
Monterey, California USA 93943**

<http://www.nps.edu/library>


# **A Strategic Management Research Study:**

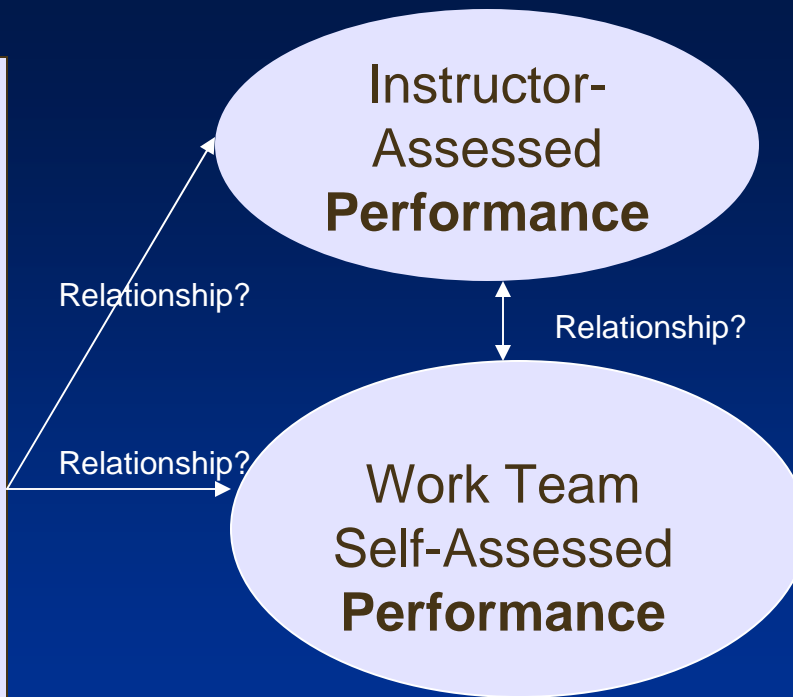
## **The Relationships Between Work Team Strategic Intent and Work Team Performance**

**Sponsored by Defense Acquisition University  
16 May 2006**



# Background

- Work Teams:
    - Key element of current business and DoD environment.
    - Need to understand how to manage & become more effective & high performing.
    - Need to understand use as strategic tool to improve capability of workforce & implementation of corporate strategies.
  - Little to no empirical data on these subjects
  - Can team performance be changed by developing more aligned or focused team members?
    - What is the effect of strategic elements of team purpose, objectives, and strategies on team performance?
- 



## Key Relationships and Research Variables

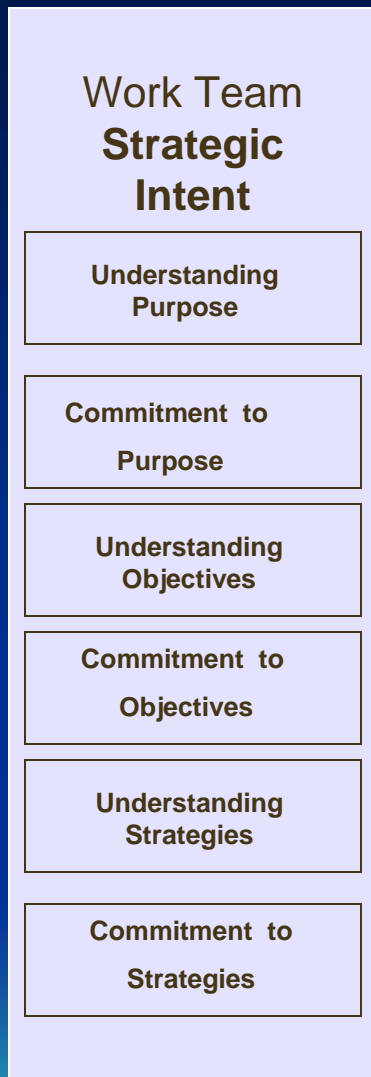
# Sample Population

- DoD/DAU students attending in residence six-week PMT 352B Executive Program Management course
  - Used student work teams to enhance learning
- Member of student team in 12 PMT 352B courses
  - Six-week course (220 hrs together working on same team)
  - 57 teams
- Sample from all 5 DAU campuses—327 sampled students
  - Adult students (80% male)
  - Average Team Work Experience: 19.2 yrs
  - Average Team Age: 42.3 yrs
  - Average Team Education Level: Btw some postgrad and masters
  - Mix across career work status
    - DoD active duty service members from all services (50%)
    - DoD civil servant career civilians all services (46%)
    - Some defense contractors (4%)
  - Choice of 15 possible acquisition career fields
    - Primarily Program Management (50%)
    - Next Engineering (16%)

# Data Collection/Analyses

- Data collected from each team member
  - Identified on survey which team they are on
- Scores calculated for overall average team Strategic Intent and performance on Team Survey (100% return rate)
- Scores calculated for instructors' overall average score for team performance on Instructor Survey—32 surveys





**Relationships:**  
Overall  $r = .463$   
Questions .330 to .486

**Relationships:**  
Overall  $r = .731$   
Questions .513 to .658

Instructor-  
Assessed  
**Performance**

Relationship  $r = .630$

Work Team  
Self-Assessed  
**Performance**

**Results:**

**Key Relationships and  
Research Variables**

# Research Model

## Average Work Team

### Strategic Intent

Understanding of Team Purpose (Question 5)

Commitment to Team Purpose (Question 6)

Understanding of Team Objectives (Question 7)

Commitment to Team Objectives (Question 8)

Understanding of Team Strategies (Question 9)

Commitment to Team Strategies (Question 10)

### Strategic Intent

### Research Question 5

$r = .463$  sig .000\*\*  
Supported

### Research Question 1

$r = .731$  sig .000\*\*  
Strongly Supported

### Research Questions 6a-f

6a;  $r = .349$  sig .008\*\*  
6b;  $r = .352$  sig .007\*\*  
6c;  $r = .466$  sig .000\*\*  
6d;  $r = .405$  sig .000\*\*  
6e;  $r = .330$  sig .012\*  
6f;  $r = .486$  sig .000\*\*  
All Supported

### Research Questions 2 a-b

2a;  $r = .513$  sig .000\*\*  
2b;  $r = .594$  sig .000\*\*

### Research Questions 3 a-b

3a;  $r = .643$  sig .000\*\*  
3b;  $r = .658$  sig .000\*\*

### Research Questions 4 a-b

4a  $r = .625$  sig .000\*\*  
4b  $r = .640$  sig .000\*\*

### Work Team Performance (External Assessment)

Research Question 7  
 $r = .630$  sig .000\*\* Supported

Work Team Performance (Self-Assessment)  
Questions 11, 12, 13





# Findings—Confirmed all Hypotheses

- Strong ( $r \geq .7$ ) relationship between overall team Strategic Intent & overall team-assessed team performance.
- Moderately ( $r \geq .5 \& \leq .7$ ) strong relationships between the 6 elements of team Strategic Intent & team-assessed team performance related to accomplishing the respective strategic element.
- Modestly ( $r \geq .3 \& \leq .5$ ) strong relationship between overall team Strategic Intent & instructor-assessed team performance.
- Modestly ( $r \geq .3 \& \leq .5$ ) strong relationships between the 6 elements of team Strategic Intent and instructor-assessed team performance.
- Moderately ( $r \geq .5 \& \leq .7$ ) strong relationship between overall team-assessed team performance & instructor-assessed team performance.

# Additional Findings

There is statistically significant direct relationship between team educational level and

1. Instructor-assessed performance ( $\rho=.457$ ,  $p=.000^{**}$ ).

There are indications (not statistically significant) that there is a direct relationship between team educational level and

1. Overall team Strategic Intent ( $\rho=.235$ ,  $p=.079$ ), and
2. Team-assessed performance ( $\rho=.192$ ,  $p=.152$ ).

# Additional Findings (con't)

There are indications (not statistically significant) that there is a negative relationship between team age and :

1. Overall team Strategic Intent ( $r = -.066$ ,  $p = .627$ ),
2. Team-assessed team performance ( $r = -.127$ ,  $p = .348$ ), and
3. Instructor-assessed team performance ( $r = -.117$ ,  $p = .386$ ).

There appears to be an indication (not statistically significant) that there is a negative relationship between team work experience and:

1. Overall team Strategic Intent ( $r = -.176$ ,  $p = .191$ ),
2. Team-assessed team performance ( $r = -.089$ ,  $p = .509$ ), and
3. Instructor-assessed team performance ( $r = -.217$ ,  $p = .105$ )

# Recommendations

- Use research survey to measure overall team Strategic Intent in any environment.
- Use Strategic Intent results to enhance student performance/learning.
- Use Strategic Intent development exercise to enhance team performance in business.
- Apply research results to business environment to enhance overall work team performance.
- Stress that teams are useful in enhancing learning and business performance.



# Recommendations (con't)

- Use teams to help deploy strategic thinking throughout enterprise.
- Apply results to larger groups than teams like divisions, directorates, entire organization, etc.
- Stress use of strategic intent in business/education to help enhance overall performance.
- Use others to assess team performance (external assessment).

# Contributions/Impact

- Better understanding of effects of strategic intent on team performance.
- Better use of work teams in the DAU classroom (better learning),
- Better understanding of what affects work teams' performance in program offices/businesses, and
- Better application across education and more effective use in DoD and business to create more high performing work teams.

# Summary

- Team and Instructor Survey
  - Primary data collection methods for research.
  - Conducted in 12 DAU PMT 352B courses employing student work teams.
- Data
  - 32 Instructors
  - 57 work teams
  - 327 Team Members



# Summary (con't)

- Statistical Analyses on Research Questions/Hypotheses
  - Pearson's  $r$  Correlation Coefficient statistical analyses results
    - All 15 research hypotheses supported (Range .330 to .731)
    - Team Strategic Intent related to team-assessed performance & instructor-assessed performance.
    - Team-assessed performance & instructor-assessed performance related.
- Additional Correlation Findings
  - Statistically significant direct relationship between team educational level and instructor-assessed performance.
  - Indication there is a direct relationship between team educational level and overall team Strategic Intent and team-assessed performance.



# Conclusions

- Supported all research objectives:
  - Determined that work team Strategic Intent (purpose, objectives, and strategies) was related to team performance (self and instructor assessed).
  - Helped fill the void in lack of empirical studies on how Strategic Intent affects work team performance.
  - Benefit to business and education (DAU).
  - Helped to identify use of teams as effective means to implement overall strategic intent.



# QUESTIONS/CONCERNS?

